



## CORE COMPETENCIES

**Individual Contributor:** Incumbents should have a solid foundation of the following core competencies identified by the organization to be essential:

**Communicativeness** - Effective performers recognize the essential value of continuous information exchange. They actively seek information from a variety of sources and disseminate it in a variety of ways. They use modern technologies to access and circulate information. They take responsibility for ensuring that their people have the current and accurate information needed for success.

**Composure** - Effective performers maintain emotional control, even under ambiguous or stressful circumstances. They are able to demonstrate emotions appropriate to the situation and continue performing steadily and effectively.

**Customer Service** - Effective performers attend to customers in a timely manner. They view the organization through the eyes of the customer and go out of their way to anticipate and meet customer needs.

**Drive/Energy** - Effective performers have a high level of energy and the motivation to sustain it over time. They are ambitious and passionate about their role in the organization. They have the stamina and endurance to handle the substantial workload present in today's organizations. They know that a healthy work/life balance is important to sustained energy. They are motivated to maintain a fast pace and continue to produce even in exhausting circumstances.

**Functional/Technical** - Effective performers are knowledgeable and skilled in a functional specialty. They add organizational value through unique expertise in a functional specialty area. They remain current in their area of expertise and serve as a resource in that area for the organization.

**Initiative** - Effective performers are proactive and take action without being prompted. They don't wait to be told what to do or when to do it. They see a need, take responsibility, and act on it. They make things happen.

**Integrity** - Effective performers think and act ethically and honestly. They apply ethical standards of behavior to daily work activities. They take responsibility for their actions and foster a work environment where integrity is rewarded.

**Learning Agility** - Effective performers continuously seek new knowledge. They are curious and want to know 'why'. They learn quickly and use new information effectively. They create and foster a culture of interest, curiosity, and learning.

**Positive Impact** - Effective performers make positive impressions on those around them. They are personable, self-confident, and generally likable. They are optimistic and enthusiastic about what they do, and their excitement is contagious. They energize those around them.

**Problem Solving/Decision Making** - Effective performers are able to identify problems, solve them, act decisively, and show good judgment. They isolate causes from symptoms, and compile information and alternatives to illuminate problems or issues. They involve others as appropriate and gather information from a variety of sources. They find a balance between studying the problem and solving it. They readily commit to action and make decisions that reflect sound judgment.

**Sensitivity** - Effective performers value and respect the concerns and feelings of others. In the workplace, this compassion translates into behaviors that communicate empathy toward others, respect for the individual, and appreciation of diversity among team members.

**Team Player** - Effective performers are team oriented. They identify with the larger organizational team and their role within it. They share resources, respond to requests from other parts of the organization, and support larger legitimate organizational agendas as more important than local or personal goals.